

NASA Goddard Space Flight Center

NEW MISSION, NEW OPPORTUNITY:

Finding One's Way Through Reorganization
Without Getting Lost

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SESSION OBJECTIVES

- *Explore opportunity side of change*
- *Examine pitfalls/traps to avoid*
- *Identify specific “To Dos”*
- *Position GSFC to renew individual commitment to embracing change*

THE DILEMMA

- *What's in it for me?*
- *Why is progress so slow?*
- *How will management perceive my uncertainty?*
- *Can I rely on (wait for) positive outcomes?*
- *What can/must I do now?*

***“THE SIGNIFICANT PROBLEMS WE FACE
CANNOT BE SOLVED
AT THE SAME LEVEL OF THINKING
WE WERE AT
WHEN WE CREATED THEM.”***

- Dr. Albert Einstein

OLD WORDS, NEW MEANINGS

Mission

Partner

Create

Systemic

Coach/Mentor

Requirements

OBSTACLES TO PROGRESS

- *Outlook: “Change is not good”*
- *Successful paradigms and traditions*
- *Incomplete sense of ownership*
- *Overwhelmed by magnitude of change*
- *Direction unclear*
- *Inconsistency between directives and results*

CONFUSING STRATEGIC & TACTICAL CHANGE

- *Change is constant, but seldom strategic*
- *Tactical*
 - *“Quick” fix possible*
 - *Focus on symptoms (effects)*
 - *Minimal, superficial long-term impact*
 - *System compensates almost immediately*
 - *Timeframe between events relatively short*
 - *Fundamental relationships remain unchanged*

TACTICAL VS. STRATEGIC CHANGE

- ***Strategic change:***
 - ***“Quick fixes” clearly useless***
 - ***Focus on causes***
 - ***Significant long-term impact***
 - ***System reacts slowly***
 - ***Timeframe between events longer***
 - ***Fundamental relationships altered***

EXAMPLES

- ***Tactical***
 - ***Software enhancements***
 - ***Daily weather changes***
 - ***Family argument***
- ***Strategic***
 - ***DC3 \Longrightarrow Boeing 777***
 - ***Divorce***
 - ***War***
 - ***Change of job assignment***

SO WHAT??

When we confuse the two, the following occurs.....

- ***Focus on short-term results takes over***
- ***Resources are wasted***
- ***Misguided “quick fixes” create/compound long-term problems***
- ***Focus on the important is lost***
- ***Default action plan: Guess, Wait, React***
- ***Pain/frustration prolonged ==> Demoralization***
- ***Strategic goals never met***

PRODUCTIVITY

(FASTER, CHEAPER, BETTER)

=

TACTICAL EFFICIENCY

(DOING THINGS RIGHT: FASTER, CHEAPER)

+

EFFECTIVENESS

(DOING THE RIGHT THINGS: BETTER)

STRATEGIC CHANGE AS OPPORTUNITY

- *Enables 4 possibilities:*
 - *Re-define Individual Contribution*
 - *Create more productive work relationships*
 - *Re-define “value” of organizational output*
 - *Serve customers better*
- *Limited window of opportunity*
- *High-leverage*
- *Cyclical in nature*
- *Combination of limited predictability and chaos*

OPPORTUNITY #1: THE NEUTRAL ZONE

Interim period between directives and results

- *Confusion, uncertainty, speculation*
- *Searching for consistency; alignment between words and actions*
- *Innovation, re-invention momentum grows*
- *Opportunity not present (as strongly) during periods of stability*

OPPORTUNITY #2: CONSTRUCTIVE CONFLICT

A prerequisite for innovation, requiring a clash of different ideas, approaches

- ***Enriches eventual collaboration***
- ***Obstacle: obsession with consensus/agreement (at any cost)***
- ***Agreement is often a deterrent to meaningful (strategic) progress***
- ***Must sacrifice short-term gratification in order to sustain superior idea generation***

CONSTRUCTIVE CONFLICT

Essential difference-maker.....

- ***A magnet for new outlooks and approaches***
- ***Encourages individual initiative***
- ***Develops/strengthens real ownership***
- ***Provides stronger foundation for consensus***
- ***Heightens critical thinking***

Characteristics:

- ***Agreement is challenged, not accepted***
- ***Rapid conclusions held suspect***
- ***Ideas, not people, are criticized/dissected***

CONSTRUCTIVE CONFLICT

Beware:

- ***Tendency to ignore naysayers***
- ***The appearance of discourse***
- ***Endless discourse***
- ***Subtle group member attrition***
- ***Deference to management...then blame them!***
- ***Paradigms (“we’ve always done it this way”)***
- ***Newer is better (“The old way is outdated”)***

CONFLICT



LEARNING



GROWTH



STRATEGIC PROGRESS

OPPORTUNITY #3: NEW ROLES/RELATIONSHIPS

- ***Individual Contribution***
 - ***Re-define “potential”***
- ***Productive relationships with co-workers***
 - ***Re-shape interaction with peers and management***
- ***Mutually beneficial relationships with customers***
 - ***Think outside the box regarding solution boundaries***

REQUIREMENTS FOR SUCCESS

- *Minimize deviation from GSFC core values*
- *Engage (don't avoid) the forces of resistance*
- *Highlight dignity and respect for the individual*
- *Focus: What must I do this week to move us one step forward?*
- *Balanced approach (must tolerate daily fluctuations) between **individual questioning** and **Consensus***
- *Re-examine the questions!!! (Not the answers)*

QUESTIONS, NOT ANSWERS

Peers

- ***How can I convince him that I'm right? Vs. Why is it that he sees this differently?***
- ***How can we avoid this error in the future? Vs. How can we exploit this error as a collective improvement opportunity?***

Customers

- ***How do we satisfy them? Or how do we create partnerships with them?***
- ***How cost-effectively can we meet their current needs? Or what will it take to become their only choice in satisfying FUTURE needs?***

PRACTICAL DELIVERY

- ***Don't insist on agreement***
- ***Meetings***
 - ***55 minute maximum***
 - ***Jointly develop agenda; publish in advance***
 - ***No sidebars or deviation***
 - ***Why do I need to attend?***

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